

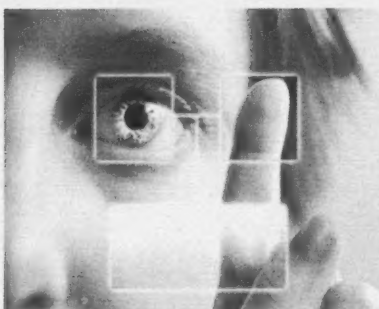


Office of the Privacy Commissioner of Canada



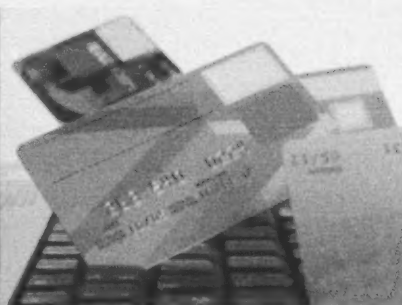
2015-16

Report on Plans and Priorities



The original version was signed by

The Honourable Peter MacKay, P.C., Q.C, M.P.
Minister of Justice and Attorney General of Canada



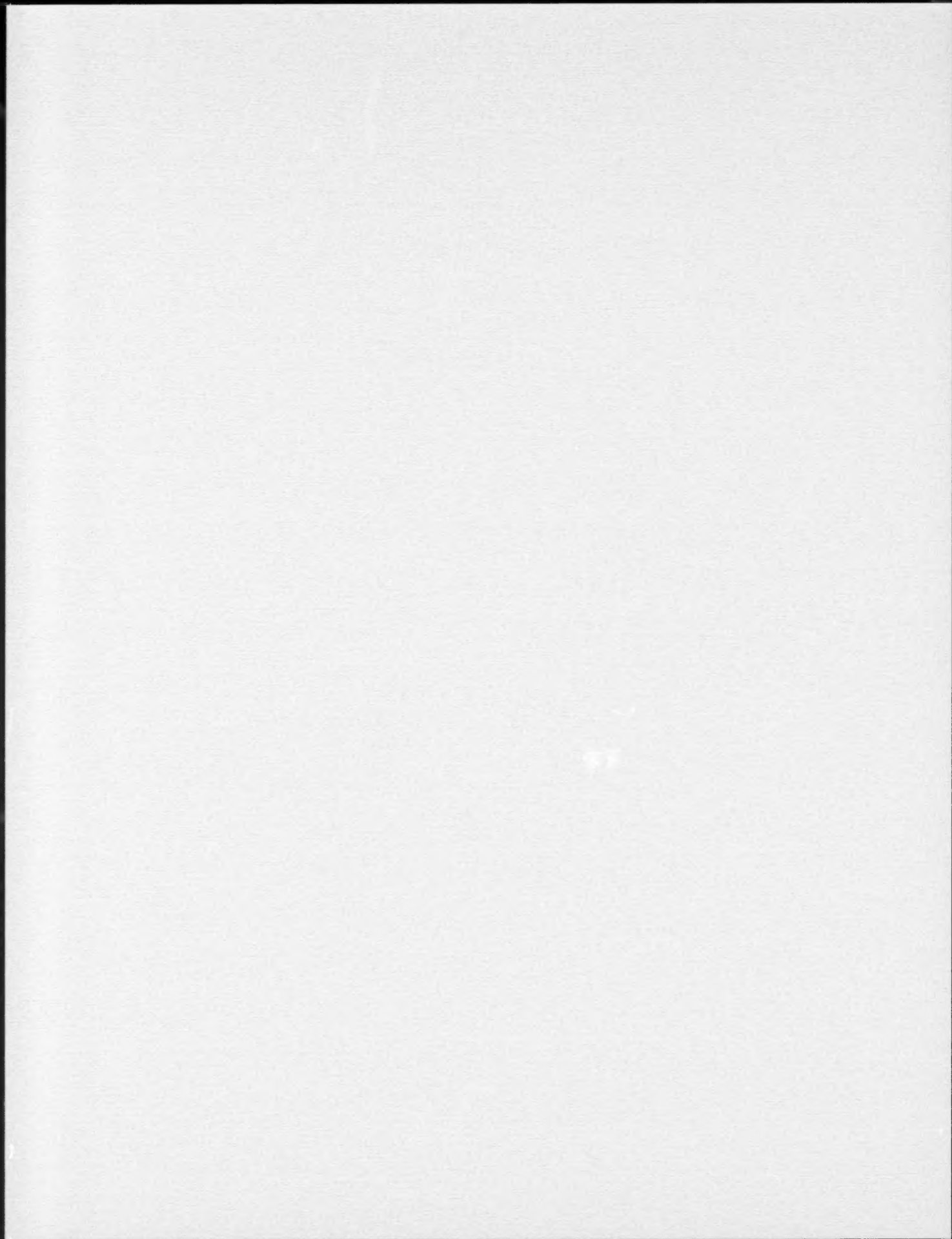
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Message from the Privacy Commissioner of Canada

I am pleased to present the *2015-16 Report on Plans and Priorities* on behalf of the Office of the Privacy Commissioner of Canada (OPC). This report details our strategic directions, priorities, expected results and spending estimates for the coming fiscal year.

When I began my term in June 2014, I stated that one of my priorities would be to enable Canadians to exercise greater control over their personal information. This will allow them to participate in the digital economy as informed consumers and confidently embrace new technologies. To achieve this, we must remain at the forefront of a rapidly changing and complex world. It is with this in mind and within this context that we initiated consultations with representatives from a wide range of sectors to redefine our strategic priorities for a five-year period.



Over the course of the next year, we therefore plan to define and begin implementing an action plan that is focused on the areas in which we expect the most significant privacy trends to emerge. This will allow us to channel our efforts and resources in areas where we may achieve the most tangible results.

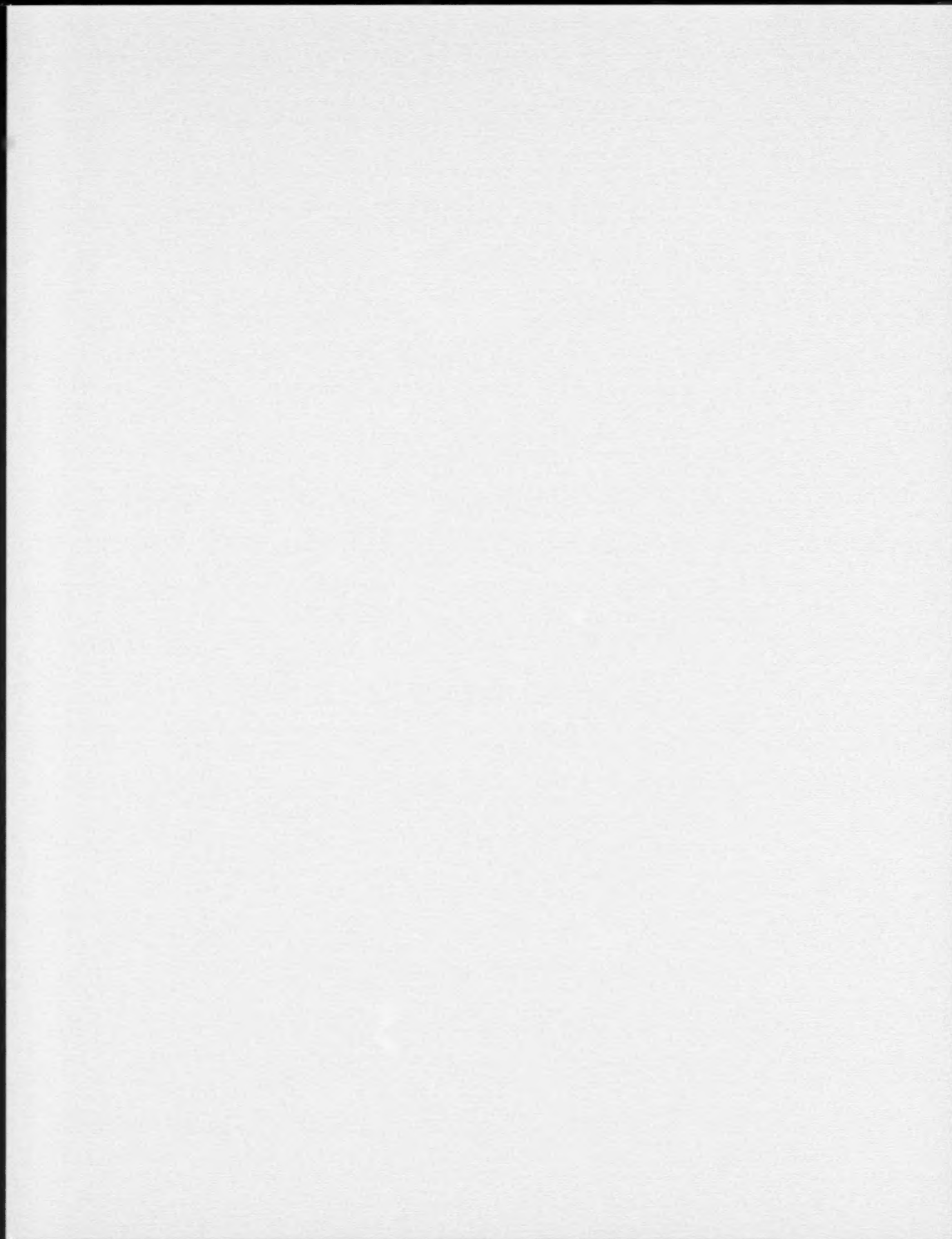
Technological innovation knows no bounds. We will therefore strengthen our ties with our provincial and international partners to pool our expertise and propose effective, coordinated solutions.

Canadians are assigning greater value to their privacy and wish to protect it, as evidenced by our surveys and the public's reactions to privacy breaches. This reality has caused Canadians to expect more from many aspects of our work and motivates the OPC to continue striving for excellence in its achievements within a framework of active, responsible management. We have therefore made it a priority to maximize our performance by continuing to implement new streamlined, more targeted investigation processes. We will also explore joint initiatives with agents of Parliament and coordinate our activities more closely across the OPC by making better use of information technology.

To sum up, I am committed to developing a long-term plan that addresses the challenges of our time in the spirit of inclusiveness, with all our partners. To achieve this, I intend to draw on the talent and creativity of a team that is tirelessly dedicated to fulfilling the vital privacy mandate it was given by Parliament.

The original version was signed by

Daniel Therrien
Privacy Commissioner of Canada



Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister¹: Peter MacKay

Institutional Head: Daniel Therrien

Ministerial portfolio²: Department of Justice Canada

Enabling Instrument(s): *Privacy Act*¹, R.S.C. 1985, c. P-21; *Personal Information Protection and Electronic Documents Act*², S.C. 2000, c.5

Year of Incorporation / Commencement: 1982

Organizational Context

Raison d'être

As an Agent of Parliament, the Privacy Commissioner of Canada reports directly to the House of Commons and the Senate. The mandate of the Office of the Privacy Commissioner of Canada (OPC) is to oversee compliance with both the *Privacy Act*, which covers the personal information-handling practices of federal government departments and agencies, and the *Personal Information Protection and Electronic Documents Act* (PIPEDA), Canada's private-sector privacy law, along with some aspects of Canada's anti-spam law (CASL). The OPC's mission is to protect and promote privacy rights of individuals³.

Responsibilities

The Privacy Commissioner's powers to further the privacy rights of Canadians include:

- investigating complaints, conducting audits and pursuing court action under the *Privacy Act* and PIPEDA;
- publicly reporting on the personal information-handling practices of public- and private-sector organizations;
- supporting, undertaking and publishing research into privacy issues; and
- promoting public awareness and understanding of privacy issues.

The Commissioner works independently of government to investigate complaints from individuals under the *Privacy Act* with respect to the federal public sector and under PIPEDA

¹ The Commissioner works independently of government cabinet ministers and reports directly to Parliament. For the purposes of tabling Main Estimates, DPRs and RPPs, the Commissioner submits reports via the Minister of the Department of Justice.

² *Ibid*

³ Reference is made to "individuals" in accordance with the legislation.

with respect to the private sector. He also has some designated responsibilities to ensure compliance with CASL. While his mandate to investigate includes mediation and conciliation, the Commissioner has the power to summon witnesses, administer oaths, and compel the production of evidence. In cases where the investigation does not result in a voluntary agreement/resolution and remain unresolved, the Commissioner may seek an order from the Federal Court to address the situation under specified circumstances.

Strategic Outcome(s) and Program Alignment Architecture (PAA)

In line with the Commissioner's mandate, the OPC pursues the protection of individuals' privacy rights as its Strategic Outcome. Toward that end, the Office's PAA is composed of three operational programs and one management program as follows:

1. **Strategic Outcome:** The privacy rights of individuals are protected
 - 1.1. **Program:** Compliance Activities
 - 1.2. **Program:** Research and Policy Development
 - 1.3. **Program:** Public Outreach

Internal Services

Organizational Priorities

The OPC has a single Strategic Outcome, which is that the privacy rights of individuals be protected. Toward that end, and while working to deliver on its Expected Results found in Section II of this Report, the OPC identified three organizational priorities for the planning period. These priorities were identified to ensure the Office is well positioned to succeed given the changes in its external and internal environments.

The table below describes each organizational priority linked to the Strategic Outcome, provides a rationale for each priority in relation to the OPC's operating environment, and explains how the Office plans to meet each priority during the planning period. More detail on the OPC's plans is provided under Planning Highlights in Section II.

Priority	Type ⁴	Strategic Outcome
1. Advance the new privacy priorities.	New	This priority is linked to the OPC's single Strategic Outcome: The privacy rights of individuals are protected.
Description		
Why is this a priority?		
The OPC is renewing its privacy priorities to guide its forward-thinking work in order to ensure that the Office remains ahead of the curve on key, emerging areas that are likely to have the greatest impact on		

⁴ Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR.

Priority	Type ⁴	Strategic Outcome
the protection of Canadians' personal information. Renewing these priorities will enhance the Office's ability to inform parliamentarians, as well as to protect and promote Canadians' privacy rights. It will also enable the OPC to better leverage its limited resources to maximize its potential of having significant and positive impact in protecting individuals' privacy rights. These new priorities will be established by early 2015-16 and implementation will occur as follows.		
What are the plans for meeting this priority?		
- Identify short-term opportunities to advance the priorities. - Develop a multi-year, multi-pronged action plan for each privacy priority.		

Priority	Type	Strategic Outcome
2. Optimize organizational capacity and agility	New	This priority is linked to the OPC's single Strategic Outcome: The privacy rights of individuals are protected.
Description		
Why is this a priority?		
The OPC must make the best use of existing human and financial resources to deal effectively with an ever-increasing volume and complexity of work, while meeting the expectations of the public and other stakeholders in addressing privacy concerns. To maximize efficiency and impact, the Office must maintain flexibility in service delivery and the use of its compliance tools in an environment of rapidly evolving technologies and privacy issues.		
What are the plans for meeting this priority?		
- Innovate through service improvement initiatives that balance standardization and flexibility, while managing stakeholder expectations. - Enhance and optimize the use of Information Management/Information Technology (IM/IT), and increase horizontal collaboration to maximize effectiveness and productivity.		

Priority	Type	Strategic Outcome
3. Enhance partnership and collaboration opportunities	New	This priority is linked to the OPC's single Strategic Outcome: The privacy rights of individuals are protected.
Description		
Why is this a priority?		
Many privacy issues are borderless in nature and so require the OPC to collaborate with provincial and international partners. Further enhancing collaboration and engagement with stakeholders will help ensure that OPC guidance and recommendations are coordinated and effective. Working in tandem with provincial and international counterparts will help to maximize expertise and resources to achieve positive outcomes for Canadians.		

Priority	Type	Strategic Outcome
What are the plans for meeting this priority? • Build relationships with new stakeholders. • Seek new ways of collaborating with existing stakeholders.		

Risk Analysis

The table below outlines the three key risks the organization faces in 2015-16 along with mitigation strategies to address them.

Key risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
The first relates to the OPC's ability to effectively manage and use its information holdings in order to support effective operations and decision-making. This risk is ranked medium in terms of likelihood and high in terms of impact.	The OPC will enhance and make best use of its systems and tools, while conducting change management, training and awareness activities to promote the use of, and facilitate the transition to, new systems and applications. Additional mitigation strategies are outlined under Section II - Internal Services. The OPC will monitor this risk by actively seeking feedback from staff and key functional areas and by analysing performance trends.	• The privacy rights of individuals are protected.
The second relates to the OPC's ability to meet its obligations given the significant increase in complexity and volume of business and fiscal constraints. This risk was also identified in the 2014-15 RPP. This risk is ranked high in terms of likelihood and moderate in terms of impact.	The OPC will continue focusing on privacy issues of importance to Canadians while also carefully guiding the allocation of its limited resources, and reviewing the efficiency of its processes. The OPC will continue to closely examine performance against service standards through the Office's monthly statistical reports and will analyse progress towards operational commitments to monitor this risk throughout the year.	• The privacy rights of individuals are protected.
The third relates to the OPC's ability to meet the public's expectations as concerns about privacy increase in the face of statutory limitations, fiscal constraints and increased workload. This risk was also identified in the 2014-15 RPP.	The OPC will advance the new privacy priorities, thus focusing the work of the Office on the areas of highest importance to Canadians and enhancing its relations with its partners and stakeholders. The Office will monitor this risk by	• The privacy rights of individuals are protected.

This risk is ranked medium in terms of its likelihood and moderate in terms of its impact.	analysing trends in media activities, requests for OPC advice from stakeholders and information requests from the public.	
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Strategic Context and Operating Environment

The Office continues to operate in a dynamic, challenging environment. The unrelenting speed of technological change is outpacing privacy protections and posing both legal and ethical challenges. New and sophisticated techniques are being developed to track and compromise personal information. These issues pose formidable challenges to the OPC and its counterparts around the world.

Privacy issues are becoming more inter-disciplinary and cross-jurisdictional. The OPC has needed to allocate investigative and policy resources to increase information-sharing and coordination efforts with other national and international data protection authorities in order to strengthen global enforcement and enhance policy development.

There is continuing pressure from both public and private sector organizations to expand how they access and use personal information, in ways that increasingly stretch current legal and governance structures. New economic models are emerging based on the mining of personal information.

Moreover, the increasing amount of personal information exchanged between private and public sector organizations continues to pose challenges to privacy and accountability. Initiatives to expand surveillance powers, facilitate warrantless disclosures or broaden government access to personal information held by private sector organizations have given rise to heightened privacy concerns. This has prompted court actions to contain government surveillance practices, ensure effective accountability and stress the importance of due process. Rising awareness about government surveillance has also generated proposals to reform existing oversight and control measures.

In addition to those noted above, other key trends have caused the volume and complexity of OPC work to increase. For example, new mandatory breach notification requirements in the public sector, increasing concerns about private sector breaches, the coming into force of CASL, the increased complexity of complaints and investigations, rapidly evolving information technologies, as well as a very active Parliamentary agenda with considerable privacy implications have posed significant new challenges.

Notwithstanding, the OPC continues to meet these challenges within existing resources. The OPC actively leverages its resources to provide timely and informed advice to Parliament and other stakeholders through research on privacy issues, and the development of guidance and public positions, as it strengthens cooperation and enforcement in areas of mutual interest with its Canadian provincial and international counterparts.

Planned Expenditures

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
24,327,294	24,327,294	24,452,294	24,452,294

Reference level includes collective bargaining and employee benefit plan adjustment.

Human Resources (Full-time equivalents—[FTEs])

2015-16	2016-17	2017-18
181	181	181

Budgetary Planning Summary for Strategic Outcome(s) and Program(s) (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2012-13 Expenditures	2013-14 Expenditures	2014-15 Forecast Spending	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
Strategic Outcome: The privacy rights of individuals are protected.							
Compliance Activities	11,800,606	11,423,619	12,294,801	11,675,374	11,675,374	11,736,624	11,736,624
Research and Policy Development	4,028,548	2,968,987	4,012,800	3,835,821	3,835,821	3,853,321	3,853,321
Public Outreach	3,500,946	2,698,747	3,261,886	3,097,548	3,097,548	3,113,798	3,113,798
Strategic Outcome Subtotal	19,330,100	17,091,353	19,569,487	18,608,743	18,608,743	18,703,743	18,703,743
Internal Services Subtotal	6,208,756	11,027,772*	6,021,943	5,718,551	5,718,551	5,748,551	5,748,551
Total	25,538,856	28,119,125	25,591,430	24,327,294	24,327,294	24,452,294	24,452,294

*Internal Services estimated spending includes one-time costs related to the 2014 move of the OPC headquarters.

In recent years, expense levels for OPC have fluctuated both by activity and overall. This has been the result of various funding changes related to one off initiatives such as the cashing out of severance pay by public servants in 2012-13, the move of OPC headquarters from Ottawa to Gatineau in 2013-14, the cuts resulting from the deficit reduction action plan (DRAP) in 2014-15. However, starting in 2015-16, it is expected that funding for OPC will remain relatively stable at \$24M as these various funding items will have ceased or levelled off.

Alignment of Spending with the Whole-of-Government Framework

Alignment of 2015–16 Planned Spending With the Whole-of-Government Framework ⁱⁱⁱ (dollars)

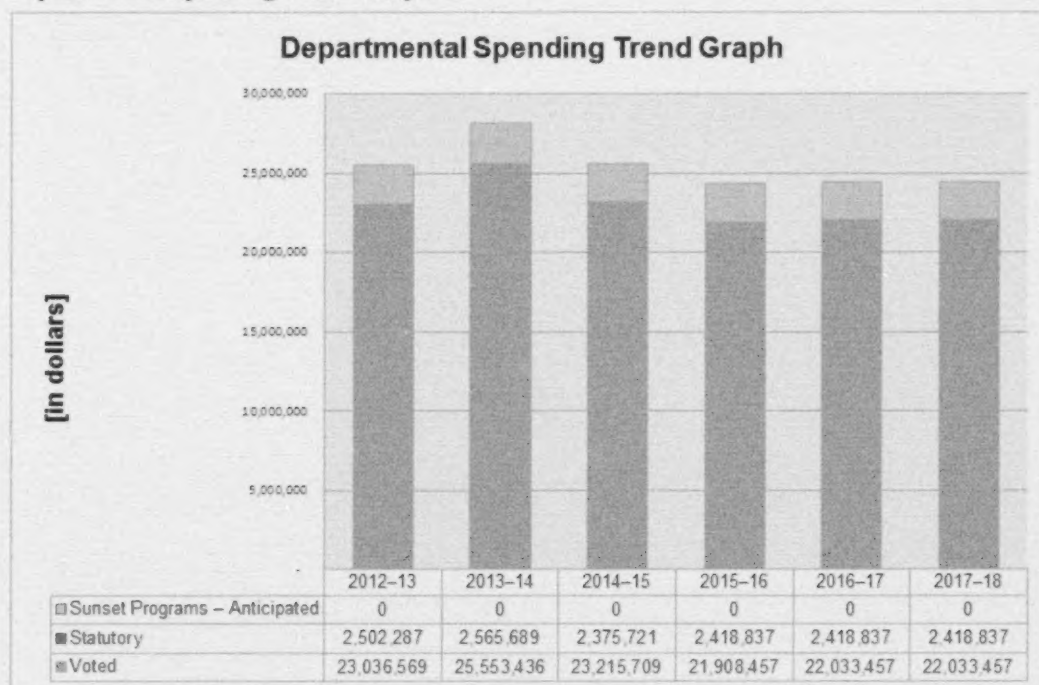
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
1. The privacy rights of individuals are protected	1.1 Compliance Activities	Government Affairs	A transparent, accountable, and responsive federal government	11,675,374
	1.2 Research and Policy Development	Government Affairs	A transparent, accountable, and responsive federal government	3,835,821
	1.3 Public Outreach	Government Affairs	A transparent, accountable and responsive federal government	3,097,548

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	0
Social Affairs	0
International Affairs	0
Government Affairs	18,608,743

Departmental Spending Trend

Departmental Spending Trend Graph



Both the Budgetary Planning Summary and graph above show a significant increase in expenditures from 2012-13 to 2013-14. This was mainly due to the one-time funding received in 2013-14 to cover costs associated with the Office's headquarters relocation in winter 2014 (including office set-up and equipment, and new technology infrastructure). Subsequently, the graph shows a significant decrease for 2014-15.

The funding received for the move will be offset by future reductions to the OPC reference levels. The spending trend starting in 2014-15 also reflects the reductions related to the Deficit Reduction Action Plan resulting from the OPC's efforts to find efficiencies within its operations and use of resources as well as a transfer to the Canadian Radio-television and Telecommunications Commission (CRTC) to assist with the establishment and operation of the Spam Reporting Centre, associated with CASL. The OPC permanent funding in 2015-16 and ongoing is forecast to remain stable.

Estimates by Vote

For information on the OPC organizational appropriations, consult the *2015-16 Main Estimates*^{iv} on the Treasury Board of Canada Secretariat website.

Section II: Analysis of Program(s) by Strategic Outcome

Strategic Outcome: The privacy rights of individuals are protected

Strategic Outcome: The privacy rights of individuals are protected.

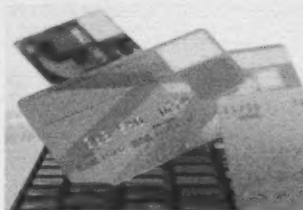
Ultimate Outcome for Canadians: The OPC plays a lead role in influencing federal government institutions and private-sector organizations to respect the privacy rights of individuals and protect their personal information.

All OPC efforts and activities are directed towards achieving the organization's single Strategic Outcome, the protection of individuals' privacy rights. The Office plays a leadership role in encouraging organizations that handle Canadians' personal information to comply with their obligations to respect individuals' privacy rights. Others who contribute to this mission include provincial and territorial privacy commissioners, data-protection authorities around the world, privacy advocacy groups, chief privacy officers, professional associations, consumer representatives, civil society, academics, Parliamentary committees, and federal departments and agencies.

Program 1.1: Compliance Activities

Description

This program oversees compliance with federal privacy legislation for public- and private-sector organizations, thus contributing to the protection of Canadian's privacy rights. Through this Program, the OPC investigates privacy-related complaints and responds to inquiries from individuals and organizations, reviews breach reports and has the power to initiate its own investigations when warranted (Commissioner initiated complaints). Through audits and reviews, the OPC also assesses how well organizations are complying with requirements set out in the two federal privacy laws and provides recommendations on Privacy Impact Assessments (PIAs), pursuant to the Treasury Board *Directive on Privacy Impact Assessment*. This program is supported by a legal team that provides specialized advice and litigation support, and a research team with senior technical and risk-assessment support.



Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
11,675,374	11,675,374	11,736,624	11,736,624

Human Resources (FTEs)

2015-16	2016-17	2017-18
81	81	81

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
<i>Intermediate Outcomes</i>			
Federal government institutions and private-sector organizations meet their obligations under federal privacy legislation.	Percentage of complaints and incidents (breach notifications and OPC interventions) that are resolved to the satisfaction of the OPC <i>(Measured based on: disposition of investigations and analysis of conclusions of OPC interventions)</i>	80 percent	March 31, 2016
	Percentage of audit recommendations substantially implemented two years after publication of the final audit report <i>(Measured based on: the analysis of responses to audit reports)</i>	85 percent	March 31, 2016
<i>Immediate Outcomes</i>			
Individuals receive responses to their information requests and complaints.	Percentage of information requests and complaints responded to within established service standards <i>(Measured based on: the analysis of Office statistics on turnaround time)</i>	90 percent	March 31, 2016
Federal government institutions and private-sector organizations receive advice and recommendations to improve their privacy practices, in compliance with federal privacy legislation and policies.	Percentage of the PIA-related advice that results in added privacy protection for government programs or initiatives <i>(Measured based on: the analysis of outcomes from PIA consultations and recommendations)</i>	90 percent	March 31, 2016

Planning Highlights

While working towards the outcomes identified above through its usual ongoing activities, the OPC will also focus on the following strategic initiatives in 2015-16 to deliver on its organizational priorities and associated key commitments (presented in Section I):

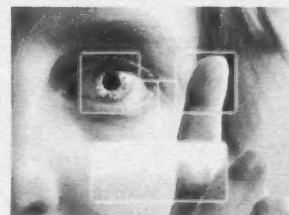
- Develop and start implementing operational plans to advance each priority defined by the privacy priority-setting exercise.
- Continue to implement and monitor approaches and procedures aimed at creating investigative processes that are streamlined, innovative and flexible. For example, the Office will:

-
- Examine the *Privacy Act* investigations process to achieve optimum outcomes;
 - Pursue and further an outcome-based approach to PIPEDA investigation processes; and,
 - Improve investigative tools, processes and protocols to fulfil the Office's new enforcement mandate under CASL in a timely and effective manner, collaborating with its enforcement partners (the CRTC and Competition Bureau), where appropriate.
- Expand non-formal compliance activities that build on the relationships developed through and the lessons learned from annual Global Privacy Enforcement Network (GPEN) Privacy Sweeps, to ensure that the most efficient compliance tool is chosen to address specific privacy concerns.
 - Renew the OPC Risk-based Audit Plan to focus limited resources on examining organizations' systems and practices that pose the greatest risks to privacy. The new privacy priority-setting exercise will inform the audit planning process.
 - Proactively target the highest risk areas in PIA reviews, and related advice and outreach, while continuing to respond to requests for guidance from federal institutions.
 - Enhance our technological support capacity and continue to streamline the delivery of legal services in order to provide timely and relevant support to compliance activities and respond to increasingly complex privacy issues.

Program 1.2: Research and Policy Development

Description

This program advances privacy knowledge, develops policy positions and provides strategic advice on the full range of privacy issues to Parliamentarians, government institutions and private sector stakeholders. Through this program, the OPC serves as a centre of expertise on emerging privacy issues in Canada and abroad by researching trends and technological developments, monitoring and analysing legislative and regulatory initiatives, providing strategic legal, policy and technical advice on key issues, and developing policy positions that advance the protection of privacy rights in both the public and private sectors. An important part of the work involves supporting the Commissioner and senior officials in providing advice to Parliament on potential privacy implications of proposed legislation, government programs, and private-sector initiatives. Since 2004, the Program includes the administration of the *Personal Information Protection and Electronic Documents Act* Contributions Program that funds independent privacy research and related knowledge translation initiatives, to advance knowledge and promote the practical application of that knowledge in ways that enhance privacy protection for Canadians.



Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
3,835,821	3,835,821	3,853,321	3,853,321

Human Resources (FTEs)

2015-16	2016-17	2017-18
29	29	29

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
<i>Intermediate Outcome</i>			
Public- and private-sector stakeholders are enabled to develop policies and initiatives that respect privacy rights.	Percentage of stakeholder requests for guidance on policies and initiatives that were responded to by the OPC <i>(Measured based on: the tracking of analysis provided to stakeholders)</i>	100 percent	March 31, 2016
<i>Immediate Outcomes</i>			
Parliamentarians are able to draw on OPC expertise to identify and address privacy issues.	Percentage of requests from parliamentarians that were responded to by the OPC within service standards <i>(Measured based on: the tracking of responses to parliamentarians)</i>	100 percent	March 31, 2016
Knowledge about privacy issues is advanced.	Increased take-up of OPC research <i>(Measured based on: statistics on the number of website visits to OPC research papers or their URL links)</i>	Annual increase relative to previous year	March 31, 2016

Planning Highlights

While continuing to work toward the outcomes identified above through its usual ongoing activities, the OPC will focus on the following strategic initiatives in 2015-16 to deliver on its organizational priorities and associated key commitments (presented in Section I):

- Focus the OPC's research and policy development work on the areas identified in the privacy priority-setting exercise and that pose the greatest risk to Canadians' privacy.

- Deepen the OPC's knowledge on emerging privacy issues by researching trends and technological developments, monitoring and analysing legislative and regulatory initiatives, providing strategic legal, policy and technical advice on key issues in both the public and private sectors.
- Renew existing partnerships with our provincial and territorial counterparts to leverage our resources toward effectively safeguarding Canadians' privacy rights on issues of mutual interest.
- Review the Office's involvement in various international fora in order to maximize its overall strategic impact in protecting Canadians' personal information.
- Explore appropriate discussion and collaboration opportunities with stakeholders in Canada to better understand the challenges they face and help identify potential areas for future research or guidance.

Program 1.3: Public Outreach

Description

This Program promotes public awareness and understanding of rights and obligations under federal privacy legislation. Through this program, the OPC delivers public education and communications activities, including speaking engagements and special events, exhibiting, media relations, and the production and distribution of promotional and educational material.

Through public outreach activities, individuals are informed about privacy and personal data protection. Such activities also enable federal and private-sector organizations to better understand their obligations under federal privacy legislation.



Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
3,097,548	3,097,548	3,113,798	3,113,798

Human Resources (FTEs)

2015-16	2016-17	2017-18
21	21	21

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
<i>Intermediate Outcome</i>			

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal government institutions and private-sector organizations better understand their obligations under federal privacy legislation and individuals better understand their rights.	Percentage of private-sector organizations that are moderately or highly aware of their obligations under federal privacy legislation <i>(Measured based on: biennial polling of private industry; next poll in 2015-16)</i>	85 percent	March 31, 2016
	Percentage of Canadians who feel they know about their privacy rights <i>(Measured based on: biennial public opinion polling; next poll in 2016-17)</i>	30 percent	March 31, 2017
<i>Immediate Outcomes</i>			
Federal government institutions and private-sector organizations have access to useful information about their privacy responsibilities and individuals have access to relevant and timely information to protect their privacy rights.	Annual increase in website visits <i>(Measured based on: the tracking and analysis of statistics on web site traffic)</i>	Visits to OPC website increase year over year	March 31, 2016

Planning Highlights

While continuing to work toward the outcomes identified above through its usual ongoing activities, the OPC will focus on the following strategic initiatives 2015-16 to deliver on its organizational priorities and associated key commitments (presented in Section I):

- Work to raise public awareness by developing and implementing a communications strategy to help promote and explain the Office's new privacy priorities.
- Build upon lessons learned from the 2014-15 usability testing of its website to implement changes to improve its functionality. This will enable organizations and individuals to more easily access guidance and information with respect to privacy protection and responsibilities.
- Communicate as widely as possible appropriate findings and results of OPC work in order to help organizations, specific sectors and Canadians better understand privacy requirements associated with the *Privacy Act*, PIPEDA and the OPC's responsibilities under CASL.

- Enhance the Office's knowledge of Canadians' privacy-related views and expectations by, for example, maximizing the use of a new feature enabling individuals to express online to the OPC concerns about a particular privacy matter.
- Pursue communication strategies and activities to inform Canadians and organizations subject to the *Privacy Act* and PIPEDA on privacy issues and promote voluntary compliance through targeted stakeholder outreach activities.

Internal Services

Description

Internal Services refers to activities and resources that support the needs of programs and other corporate obligations of an organization. The OPC's Internal Services include two sub-programs: governance and management support; and resource management services (which also incorporate asset management services). Unlike some other federal institutions, communications services are not included in Internal Services but rather form part of Program 1.3 – Public Outreach. Similarly, legal services are covered under Program 1.1 – Compliance Activities.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
5,718,551	5,718,551	5,748,551	5,748,551

Human Resources (FTEs)

2015-16	2016-17	2017-18
50	50	50

Performance Measurement

Expected Result	Performance Indicator	Target	Date to be Achieved
The OPC achieves a standard of organizational excellence, and managers and staff apply sound business management practices.	Percentage of the Management Accountability Framework (MAF) areas where no significant gaps have been identified. ⁵ <i>(Measured based on: results from the biennial MAF self-assessment exercise and annual progress reports. Next self-assessment planned for 2016-17)</i>	90 percent	March 31, 2017

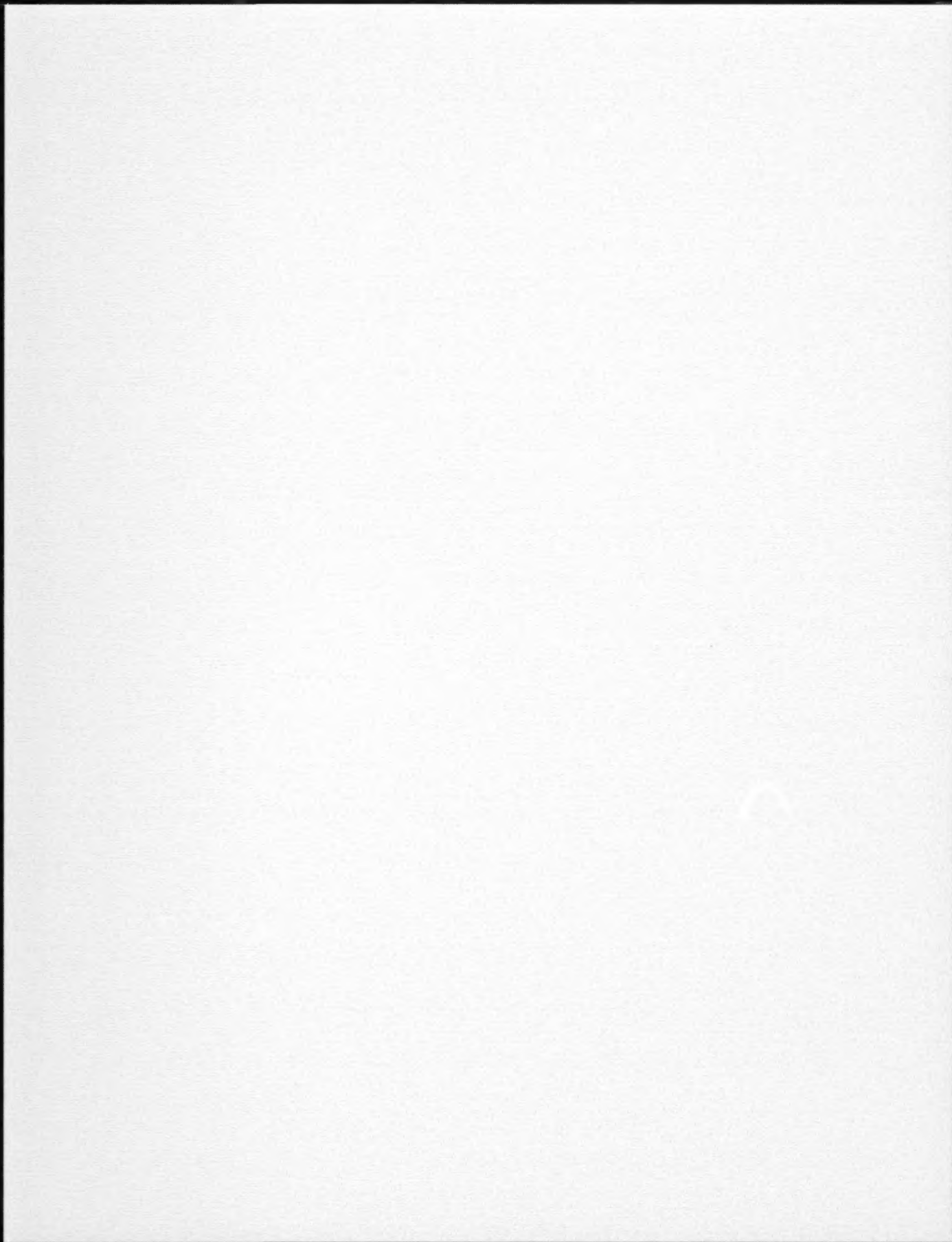
⁵ This performance indicator was changed from "percentage of the MAF areas rated strong or acceptable" to "percentage of MAF areas where no major gaps have been identified" given that the MAF assessment no longer includes formal ratings.

Planning Highlights

While continuing to work toward the above goal through its usual ongoing activities, the OPC will also focus on the following strategic initiatives in 2015-16, to deliver on its organizational priorities and associated key commitments (presented in Section I):

- Realign the OPC's resources, as required, to enable the Office to effectively advance its new privacy priorities.
- Strengthen financial resource management by implementing a new, integrated financial management solution that provides greater completeness, accuracy and timely information to support effective decision-making.
- Implement government-wide Human Resources (HR) common processes, system and services, where applicable, to create efficiencies and implement policy instruments and tools that support the organization's priorities (e.g., Common Human Resources Business Processes (CHRBP), implementation of Human Resources Information System (HRIS) migration to PeopleSoft, Pay Modernization).
- Revisit the OPC's internal control framework in light of re-engineered business processes stemming from the move to new financial and HR management systems.
- Enhance IM/IT processes and practices. Specifically:
 - Complete the implementation of mitigation strategies to improve the safeguarding of key assets (people, information and goods) through innovative and sound approaches.
 - Implement the recommendations from the internal audit of the governance of IM/IT;
 - Make enhancements to the Office's new research tool (i.e., the Knowledge Centre); and,
 - Design a tool that will enable secure electronic collaboration and file-sharing between the OPC and external partners as well as investigation complainants and respondents.
- Pursue opportunities to partner with other Agents of Parliament to gain effectiveness, share knowledge and continue implementing best practices in areas such as information technology and administrative services.
- Enable managers and employees to acquire new knowledge, skills and competencies as well as required training in line with the enterprise-wide approach to learning through the consolidation of current OPC training and leadership development initiatives and courses offered by the Canada School of Public Service.

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- Closely coordinate activities across the OPC, streamlining workflows, optimizing the use of IM/IT and ensuring effective knowledge transfer.



Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of the OPC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the OPC's [website](#)^v.

Future-Oriented Condensed Statement of Operations For the Year Ended March 31 (dollars)

Financial Information	2014-15 Estimated Results	2015-16 Planned Results	Difference
Total expenses	28,623,142	28,390,142	232,552
Total revenues	0	0	0
Net cost of operations	28,623,142	28,390,142	232,552

The decrease of approximately \$0.23 million between the estimated results for 2014-15 and planned results for 2015-16 is mostly due to the accrual accounting adjustments such as amortization and accrual liabilities. Planned spending in 2015-16 will remain stable in future years as OPC does not expect any significant change in its reference levels.

Supplementary Information Tables

The supplementary information tables listed in the *2015-16 Report on Plans and Priorities* can be found on the OPC's [website](#)^{vi}.

- Disclosure of Transfer Payment Programs under \$5 million;
- Departmental Sustainable Development Strategy; and,
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years.

Tax Expenditures and Evaluations

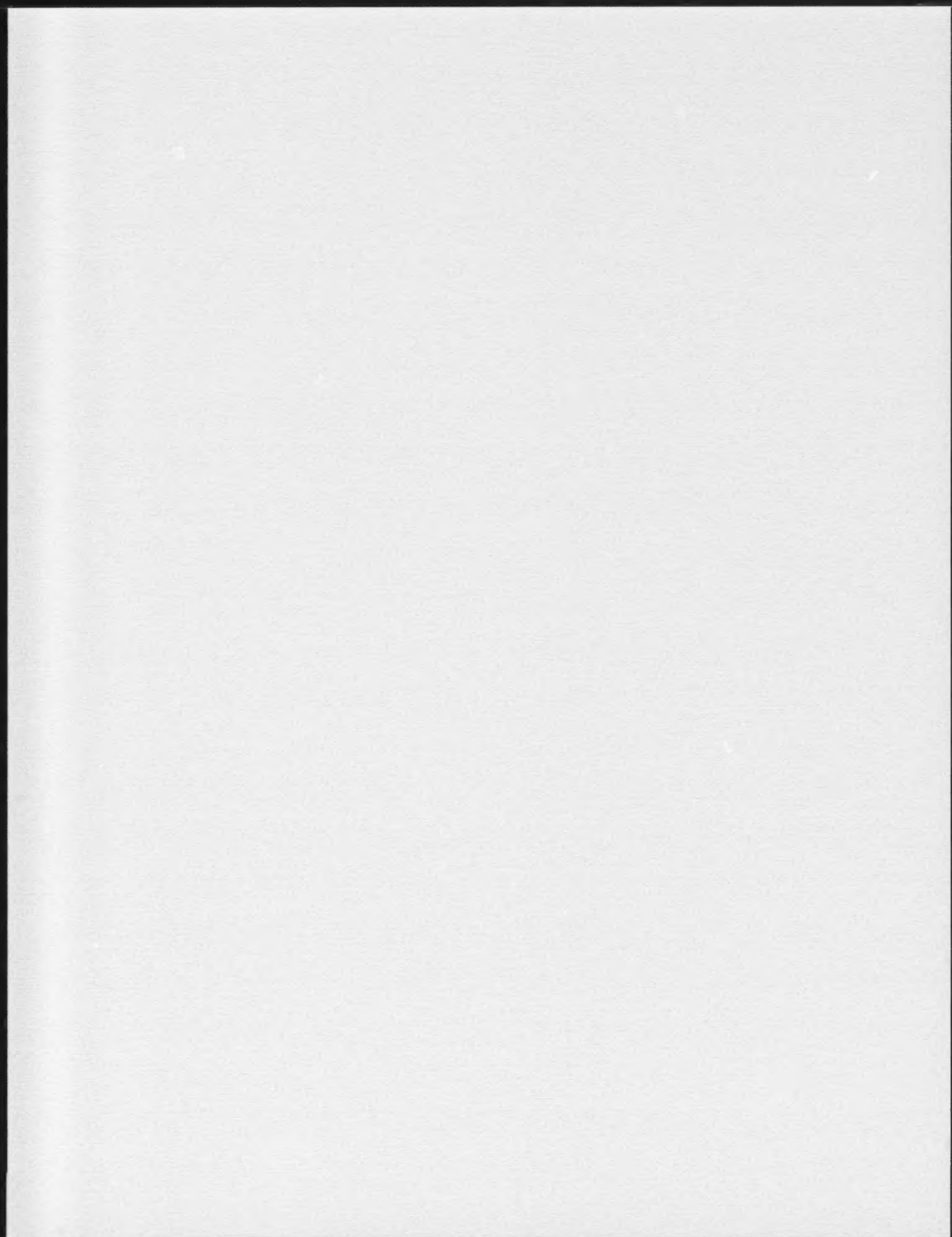
The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax*

Expenditures and Evaluations^{vii} publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Endnotes

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- i. *Privacy Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-21/FullText.html>
 - ii. *Personal Information Protection and Electronic Documents Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-8.6/FullText.html>
 - iii. *Whole-of-government framework*, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
 - iv. *2015-16 Main Estimates*, <http://www.tbs-sct.gc.ca/cms-sgd/esp-pbc/me-bpd-eng.asp>
 - v. *OPC Future-Oriented Statement of Operations*, http://www.priv.gc.ca/information/02_05_e_e.asp%23fofs
 - vi. *Supplementary Information Tables*, http://www.priv.gc.ca/information/rpp/2015-2016/st-ts_e.asp
 - vii. *Tax Expenditures and Evaluations publication*, <http://www.fin.gc.ca/purl/taxexp-eng.asp>